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The Honorable John W. Macy, Jr.
Chairman, Civil Service Commission
Washington, D.C.

Dear John,

Knowing your interest in career staffing activities in the Government, I want to tell you what the Central Intelligence Agency is doing in its Career Training Program. You have been briefed on it before by Red White, Matt Baird and others, but since we are using it increasingly as a manpower development and quality control activity I am sending you the following updated summary.

This Program has become the Agency's principal means of selecting and developing young men and women interested in making careers in Intelligence. Located in the Office of Training, the Program staff works in closest collaboration with operating components and provides trained officers for all elements of the Agency at a presently programmed rate of 225 per year.

It was started in 1951 as the Junior Officer Training Program. Its objectives as stated then have remained unchanged: careful selection, substantial training, and placement designed to maximize both the work contribution and the job satisfaction of each individual. The numbers enrolled were small in the early years but their quality was high, and it became apparent that employees were being produced who performed exceptionally well and who were definitely career-minded. In 1964 the Agency decided

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to expand the Program as a primary route of entry into the professional ranks. In recognition of its broadened scope and the rising level of maturity of the trainees enrolled in it, it was renamed the Career Training Program in 1965.

Candidates are selected through a screening process which starts with a review of the individual's background, activities and record of achievement, plus evidence of his intellectual level, aptitudes and potential as revealed by tests, plus the recommendations of a field recruiter. Those who appear generally qualified are invited to Washington for intensive interviews by Program officers and functional specialists, and for medical/psychological/psychiatric evaluation. Full security investigation is followed by polygraph examination. The successful candidate must be qualified for Full Duty/General (service anywhere, under any conditions), and be eligible for both Top Secret and Special Intelligence security clearances. This searching process takes from 3 1/2 to 5 months and leaves very little undiscovered about the individual.

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Candidates are appointed as trainees and enter a training program which lasts from one to two years, about equally divided between formal and on-the-job training. During formal training each individual is under constant evaluation. If he fails to measure up he is removed from the Program. If he performs satisfactorily a collective judgment is reached

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as to the type of assignment which appears most suitable for him. Then he is put to work on a trial basis and it is only after at least six months of successful on-the-job performance that he is permanently assigned.

There is no prototype of a Career Trainee. They come from all parts of the country and from every walk of life. In a typical group of 100, 65 to 70 colleges and universities will be represented. The average trainee, which he enters the Program, is about 26 years old. He has a Bachelors Degree and a year or more of graduate study. He has traveled or resided abroad; has had military service; has some usable degree of competence in at least one foreign language; has a good academic record; is interested in foreign affairs; and is willing to serve wherever needed. As measured by tests of intellectual level, Career Trainees as a group fall within the top 25% of the total Agency professional population.

The following figures are indicative of the Program's success. Since it began in 1951 a total of 1,409 trainees have been enrolled. This includes 1,170 recruited from the outside and 239 selected from among employees already in the Agency. 151 were women, and 14 were negroes. Of this total input, 1,007 are in the Agency in March 1966, an overall retention rate of 72%. The average attrition rate among Career Trainees while they are in the Program is about 4 1/2% per year, which I believe is an exceptionally low figure among career services.

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I have described the Program in this much detail because it is working successfully and because it embodies principles of good personnel management which you have advocated throughout your own career. We still have much room for improvement, but we seem to have developed an instrument which is useful for our purposes and as such I hope it may be of some interest to you.

Sincerely,

Richard Helms
Deputy Director of Central Intelligence

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TRANSMITTAL SLIP		16 March 1966
TO: Mr. Bannerman via Mr. Warfield		
ROOM NO.	BUILDING	
REMARKS:		
<p>Attached is the draft of a letter to Mr. Macy on the CT Program which I mentioned at the Noon Meeting.</p> <div style="border: 1px solid black; width: 150px; height: 40px; margin: 10px 0;"></div> <p><i>This letter can be much improved, and we expect to re-draft this? BB - 16 Mar 66</i></p>		
FROM:		
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